UNITED NATIONS

DP

Governing Council of the United Nations Development Programme

Distr.
GENERAL

DP/CP/NAM/1
12 March 1993

ORIGINAL: ENGLISH

Fortieth session
1-18 June 1993, New York
Item 4 (a) of the provisional agenda

PROGRAMME PLANNING AND IMPLEMENTATION

Country, intercountry and global programmes

FIRST COUNTRY PROGRAMME FOR NAMIBIA

Programme period	Resources	$
January 1993-December 1997	Net IPF	14 398 000
	Estimated cost-sharing	1 200 000
	Total	15 598 000

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I. DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES

A. Current socio-economic situation

1. This first country programme for Namibia was prepared less than three years after independence and after more than a century of colonial rule. Since independence on 21 March 1990, the Government has embarked on a programme of national reconstruction and development within the framework of a policy of national reconciliation. Socio-economic development is being undertaken amid rising pressures on resources and the environment, extreme disparity in the distribution of socio-economic benefits, widespread poverty and vulnerability to external economic fluctuations.

2. Namibia has been granted "as if" least developed country status. Although its per capita gross domestic product (GDP) of $1,142 in 1988 ranked it as a middle-income country, income distribution is heavily skewed, with whites, 5 per cent of total population, earning 70 per cent of GDP and rural blacks, 55 per cent of the population earning only about 5 per cent of GDP. Namibia's population, estimated at 1.4 million in 1991, is growing at an annual rate of 3 per cent, as fertility remains high and mortality rates are declining. About 45 per cent of the population are under 15 years of age and 51.4 per cent are women; two thirds of the population live in absolute poverty and over one half are classified as under-employed or unemployed. Namibia ranked 122nd of 160 countries on the human development index in the UNDP Human Development Report 1992. Life expectancy at birth was 57.5 years in 1990 and the adult literacy rate was only 40 per cent.

3. The most serious problems facing socio-economic development include:

(a) The dual nature of the economy, which comprises both traditional subsistence farming and high technology modern industries, and the lack of economic transfer from high technology industry to other sectors of the economy. Savings and investment rates are extremely low, having dropped by 50 per cent and 22 per cent respectively between 1990 and 1991, and severely inhibit economic growth;

(b) Discriminatory practices of the past, resulting in underdeveloped human resources and the need for large-scale investment in health, nutrition, education, shelter, sanitation and rural water supply;

(c) Inadequate integration of women in development for social, economic, legal and cultural reasons. Women are generally locked into low-wage, unskilled jobs and have unequal access to wage employment in the formal sector. The majority of Namibian households are headed by women and continue to derive their livelihood from subsistence farming in arid, semi-desert areas;

(d) The poverty-environmental degradation spiral, whereby too many people have to make a living in a way that is made difficult if not impossible by environmental constraints, and which results in degradation of their surroundings. Rapid urbanization leads to increased poverty and overcrowding, tends to concentrate environmental degradation, contributes to social problems and increases the demand for scarce water resources. Finally, the severe

drought in southern Africa has already seriously affected the carrying capacity of the land, decreased the number of livestock and further depleted scarce underground water resources. Without sufficient rainfall in early 1993, this situation could seriously hamper development efforts in the coming years.

4. The Government is concerned that over the next five to seven years, living standards of the Namibian people will fail to improve, owing to slow overall economic growth as a result of a projected growth of only 2 per cent in the mineral and agricultural sectors. This shortfall will be only partly offset by the projected 12.6 per cent rise in output from the fishing industry. But independence has opened up new markets and opportunities. Policies encouraging private-sector expansion have stimulated exports and production. Improvements in social services include the establishment of primary health care (PHC) clinics in rural areas, an expanded immunization programme, better rural water supply and sanitation schemes and increased provision of primary school facilities.

B. National development objectives and strategies

5. Under the Transitional National Development Plan adopted in December 1992 for the 1991/92-1993/94 period, government objectives are: reactivation of economic growth; creation of employment opportunities; reduction of inequalities in income distribution; and poverty alleviation.

6. The Government recognizes that these objectives need to be underpinned by a stable macroeconomic framework, full participation of women in development and greater sensitivity to the ecological sustainability of these efforts. The Government intends to provide a suitable environment to enable the private sector to become the main engine of economic growth. Within this context, it has identified four priority sectors: agriculture, water and rural development; education and training; health; and housing.

7. Public expenditure priorities have been shifted from construction projects to the social services, resulting in greater recurrent and fewer capital expenditures. This reflects the Government's intention to redistribute wealth, its belief in the importance of investing in people and its prudent approach to public expenditure to keep public debt within affordable limits.

II. EXTERNAL COOPERATION

A. Role of external cooperation

8. Since independence, Namibia has received significant levels of external assistance. At a donor conference organized by the United Nations Secretary-General in June 1990, a total of $700 million was pledged for the 1990-1993 period. According to the UNDP Development Cooperation Report Namibia received official development assistance in 1990 totalling $68 million, representing about 3.6 per cent of GDP. Of this, education and training accounted for 42.7 per cent, economic management and development administration 33 per cent and humanitarian aid and relief 11.9 per cent. Although the figures for 1991-1992 are not yet available, indications are that the 1990 pattern has

continued, with preference given to technical rather than capital assistance. The Government intends to attract grant assistance rather than loans.

9. Namibia receives external assistance from about 30 donors (including the European Economic Community (EEC), the United Nations system and the Governments of Cuba, Denmark, Finland, Germany, Norway, Sweden and the United Kingdom of Great Britain and Northern Ireland. In 1990 53 per cent of total aid came from bilateral donors, 33 per cent from non-United Nations multilateral sources and 9 per cent from the United Nations system, concentrated mainly on economic management, development administration, training and human resources development, humanitarian aid and relief. Non-governmental organizations (NGOs) contributed 5 per cent of assistance.

10. Almost 45 per cent of total external assistance is in the form of technical cooperation - freestanding and investment-related - and includes expenditures on expatriate personnel, training of nationals, equipment and operating costs associated with technical cooperation projects and programmes. According to the UNDP Development Cooperation Report, about 60 per cent of technical cooperation was allocated to education; only modest percentages were allocated to such priority sectors as agriculture, health and housing.

B. Coordination arrangements

11. A National Planning Commission (NPC) is responsible for planning priorities, directing national development and coordinating and managing financial and technical cooperation. Pending establishment of the Commission, the NPC secretariat assumed responsibility for planning and aid coordination and management. The Government is still developing the institutions and human resources necessary to carry out key economic management functions, including aid coordination. The Government has requested UNDP assistance to introduce a national technical cooperation assessment and programmes (NATCAP) exercise in 1993 to strengthen its capacity to negotiate, programme and manage its technical cooperation requirements. During the first phase of the NACAP, in 1993-1994, the Government intends to: establish a database, including technical cooperation and other aid flows; prepare and approve a government policy statement on technical cooperation to provide the basis for efficient programming, management and coordination; and identify broad elements of a technical cooperation programme. Under the following phase of the NATCAP, the Government will concentrate on programming and integrating technical cooperation into the budgeting and planning process.

12. The Government has selected the round-table process to mobilize donor support and funding for its development strategies. The Government, with UNDP support, intends to convene its first round-table conference in Geneva by early 1994. UNDP is requested to strengthen government capacity to hold such conferences at least every two years and to set up a timetable for priority follow-up meetings in Namibia between these conferences in order to mobilize the necessary financial and technical cooperation resources for specific projects and programmes designed to achieve the Government's development goals. In addition, the Government will continue to rely on UNDP for support in aid coordination by convening regular donor meetings in which senior government officials participate in in-depth discussions of issues of specific concern.

The United Nations system will continue to support ad hoc sectoral meetings, e.g., in the areas of nutrition and safe motherhood.

13. The Government recognizes the central role of the UNDP Resident Representative as Resident Coordinator of the United Nations system for operational activities. The Joint Consultative Group on Policy (JCGP), whose member organizations include the United Nations Children's Fund (UNICEF), the World Food Programme (WFP), and the United Nations Population Fund (UNFPA) and UNDP, will focus its attention on population data collection and analysis, statistics, maternal and child health, women in development and food aid. The Government, with UNDP support, will encourage linkages between multilateral and bilateral programmes in this first country programme to supplement initiatives already taken in the area of fiscal and monetary management and statistics. The Government will promote regional development within the Eastern and Southern African Management Institute and the Southern African Development Community (SADC), particularly with regard to training in public administration, food security and fisheries. The Government will also seek to integrate the country programme in UNDP regional and interregional programmes.

III. THE COUNTRY PROGRAMME

A. Assessment of ongoing projects

14. Before independence, UNDP assistance was focused mainly on the education and training of Namibians abroad. In particular, the United Nations Institute for Namibia and the United Nations Vocational Training Centre for Namibia trained more than 2,000 Namibians and provided knowledge and management experience to Namibians involved in the operation and management of the two institutions. The Government also acknowledges assistance received from the United Nations system during the transition to independence and the immediate post-independence period, which included the preparation of key sectoral policy studies aimed at identifying policy issues and options for Namibia in different socio-economic areas. These studies assisted the Government to define development objectives; confirmed the urgent need for human and institutional capacity-building; and underlined the marked inequity in the distribution of income and access to social services.

15. The Government took advantage of the June 1990 donor conference to use UNDP assistance to formulate development policies, prepare an interim public investment programme and develop a policy framework for private-sector cooperation. The process created the basis for the establishment of an aid coordination mechanism within NPC. The UNDP-funded World Bank Country Economic Memorandum was the first comprehensive study of the Namibian economy.

16. The Government has chosen development of the country's economic management capacity and human development programme as the target of post-independence, UNDP-financed projects. Although this assistance during the first two to three years following independence did not constitute a country programme per se, the activities undertaken were clearly defined within the framework of the Government's development policies as presented at the donor conference. The results achieved include the establishment of the Namibian Central Bank, customs services and the Directorate of Statistics and Research of NPC.

UNDP/International Labour Organisation (ILO) assistance has contributed to the preparation of the Namibian labour code. Training in PHC has been initiated.

17. NPC regularly reviewed UNDP 1990-1992 interim programme activities. Tripartite reviews were held at the project level. UNDP post-independence assistance indicates that its comparative advantage lies in all areas of training and capacity-building to help the Government to overcome major constraints, including weak human and institutional capacity to carry out national and sectoral policy formulation and to translate development objectives into operational programmes. The Government's absorptive capacity for technical cooperation is limited, owing to the insufficient number of well-qualified staff and the unsuitability of the organizational infrastructure inherited from the previous administration. Therefore UNDP support to capacity-building should: (a) apply the programme approach and formulate multi-donor programmes; (b) support nationally executed projects and programmes; and (c) assess the absorptive capacity of government institutions more carefully during the formulation of programmes.

B. Proposals for UNDP cooperation

1. Preparatory process

18. The Government began its dialogue with UNDP during preparations for the June 1990 donor conference and subsequently continued the process. This first country programme is based on the advisory note which the Government approved in November 1992. The advisory note was based on numerous post-independence reports on Namibia prepared by various agencies, notably the International Monetary Fund (IMF), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the ILO, the Food and Agricultural Organization of the United Nations (FAO), the World Health Organization (WHO), the United Nations Development Fund for Women (UNIFEM), the United Nations Industrial Development Organization (UNIDO), the United Nations Capital Development Fund (UNCDF), the United Nations Sudano-Sahelian Office (UNSO) and the United Nations Volunteers (UNV) as a result of programming and other missions undertaken during the first two years of independence. Direct consultations were held between the United Nations agencies and UNDP with regard to proposed programmes in various technical fields. A leading local specialist on the environment was recruited on a consultancy basis to assist in preparing the Environmental Overview of the Country.

2. Strategy for UNDP cooperation

19. In support of the Government's priorities, this first country programme pays special attention to global themes established by the Governing Council for the fifth cycle, in particular, poverty alleviation and grass-roots participation, environment and natural resources management, development management, women in development and technical cooperation among developing countries (TCDC). The Government's objective is to improve the quality of life of all Namibians through socio-economic development and reform. At the same time, the Government accepts the need for national capacity-building in order to develop concrete strategies to achieve its objectives.

20. The Government intends to build on the comparative advantage of UNDP in Namibia which comprises: (a) its special expertise and knowledge of the country gained through the numerous studies and programming missions carried out before and after independence; (b) the training and education services it has already provided; and (c) it's ability to mobilize financing through grants rather than loans. In selecting the two main areas of capacity-building and human development, including expansion of social services, the Government has paid special attention to the need for improved capacity to manage the national economy and a restructured public service that can effectively and efficiently implement development policies. In the social sectors, the Government intends to use UNDP resources for training and education, food security, health and housing.

21. Namibia's first country programme builds on the 1990-1992 interim programme, continuing most of the activities initiated in the post-independence period while preparing the ground for a programme approach to link the programme with the Government's development of a comprehensive medium-term national development plan. As a first step, a quasi-programme approach will be initiated integrating UNDP assistance in the field of macroeconomic management by encouraging maximum interaction among projects. Given that the first medium-term development plan is expected to be adopted for the 1995-2000 period, a comprehensive review of the country programme will be carried out by mid-1995, with a view to instituting a full programme approach during 1996 and 1997.

22. Continued poverty in rural areas and rural-to-urban migration compound existing problems of over-exploitation of fragile ecosystems. The Government recognizes that sustained development depends on maintaining healthy environments and on rehabilitating degraded areas. The Constitution requires ecosystems, essential ecological processes and biological diversity to be maintained and natural resources to be utilized on a sustainable basis for the benefit of all Namibians. The Government will use UNDP support to integrate environmental concerns in its national development programmes and to implement Agenda 21 and the Sustainable Development Network (SDN), for which Namibia has been selected as a pilot country.

23. The promotion of women in development is mandated in the Constitution, and a Department for Women's Affairs (DWA) has been established within the Office of the President to address historical and structural inequalities specific to women. UNIFEM will assist the Government to strengthen the capacity of DWA and establish within it a legal unit to review legislation inherited from the pre-independence period, with a view to eliminating legislative discrimination against women. Measures will be taken to ensure that women benefit from all human resources development efforts. A programme will be developed to assist in the integration of women in all areas of economic, social and political life. The Government will make special efforts to ensure that women will benefit from all training and other human resources development activities within the country programme. Gender awareness will be promoted through 15 country-wide seminars for about 300 women. Training programmes in small business management and agriculture will be conducted for large groups of women. The Government will also use UNIFEM resources to develop small- and medium-scale businesses for women.

24. The Government will pay special attention to the effects of the human immunodeficiency virus/acquired immune deficiency syndrome (HIV/AIDS) on the productive sectors, the civil service, families and communities and will build a social support system. UNDP will assist the ongoing awareness and prevention campaign through training and information activities within the National Guidelines for AIDS Prevention and Control.

3. Proposed UNDP cooperation in selected areas of concentration

25. In keeping with the evolving national development agenda and objectives, the Government proposes to focus indicative planning figure (IPF) funds on capacity-building in economic management (35.5 per cent) and human resources development (36.7 per cent). About 2.8 per cent of the available resources have been earmarked for activities outside the main areas of concentration of the country programme. In addition, there is an unprogrammed reserve amounting to 25 per cent of IPF resources. Altogether, the IPF resources for the 1993-1997 period amount to $14,398,000. Of this amount, $6,732,524 has already been committed, leaving a balance available for programming of $7,665,476. In addition, approximately $6,635,000 is expected to be available from various UNDP-administered funds, including UNIFEM and UNCDF.

Strengthening economic management and development administration

26. National Development Objectives. The Government recognizes that the organizational infrastructure inherited upon independence is incompatible with its development goals. It is therefore addressing the need to strengthen both the institutional and human capacity for economic management. The Transitional Development Plan outlines the Government's development objectives and strategies. These objectives and strategies require strong institutional capacity. Therefore, UNDP assistance will contribute, through a programme approach, to strengthening the government institutions necessary to implement the provisions of the plan.

27. Proposed UNDP Cooperation. The Government intends to use UNDP support to develop a comprehensive, multi-donor-financed economic management capacity-building programme. Pending completion of its 1995-2000 plan, the Government will target UNDP support at public sector reforms, strategic planning and resource mobilization and financial management.

28. Public service restructuring. The colonial administration was designed to uphold discriminatory ethnic divisions. Its civil service was too large and ineffective to achieve development goals. To redress this, the Government intends to continue using Management Development Programme (MDP) support to restructure and rationalize the public service. The Government also intends to establish a reformed, rationalized and transparent legal system. It will use resources from UNDP and other United Nations agencies (the United Nations Centre on Human Rights and the Office of the United Nations High Commissioner for Refugees (UNHCR) to provide training and to strengthen the capacity of the Ministry of Justice and the Office of the Attorney-General.

29. Development planning and aid coordination and management. UNDP support will be directed towards developing a comprehensive programme aimed at strengthening government capacity in planning, aid coordination and management, with the aim of effectively designing, implementing and monitoring appropriate economic development policies as well as planning the priorities and direction of national development. The programme will also continue to assist NPC in establishing and strengthening its Directorate of Statistics and Research, responsible for providing the necessary statistical data for monitoring Namibia's economic growth. Special attention will be paid to ensuring the compilation and integration of gender-disaggregated statistical information. UNDP will complement UNFPA support to the 1991 population census.

30. Strengthening of fiscal and monetary institutions. In order to support full government control of fiscal and monetary policy, UNDP and the IMF will continue to assist the Government in enhancing the Bank of Namibia's capacity to perform the full range of functions of a central bank, expanding the capacity of the Ministry of Finance to handle more complex macroeconomic, fiscal and structural policy issues and improving the training of human resources in both the Bank and the Ministry.

31. Results. Although it is difficult to quantify the impact of UNDP support in this area, indicative targets include: (a) increased support for national programmes from the international community; and (b) a move towards the development of a more comprehensive programme approach to economic management, including strategic planning, resource mobilization and economic and financial management. UNDP will have contributed, through its continued support to economic management, towards reinforcing national capacity to assume full control of fiscal and monetary policies, notably the introduction and management of a new Namibian currency; increased revenue through efficient tax collection and strengthened customs service; and better control of government expenditure through more effective budgeting processes. The public service will have been rationalized and restructured to implement more effectively the development policies and strategies of the Government, including suitable institutions for sustainable development planning and aid coordination and the introduction of performance management systems in several government ministries.

32. Complementary assistance will be as follows. In the area of public service restructuring, technical support and training will be provided by the Commonwealth Fund for Technical Cooperation (CFTC) and the Overseas Development Administration (ODA). In collaboration with UNDP, the Economic Development Institute (EDI) of the World Bank will assist in defining an overall training programme for civil servants. The Government of Sweden will assist in development planning and aid coordination and management in order to strengthen further the Directorate of Statistics and Research. The Government of Sweden will also support fiscal and monetary institutions by helping the Bank of Namibia strengthen its personnel and introduce a new currency. The Government of the United Kingdom will support training in statistics.

Human development

33. In pursuing its goal of improving the quality of life of all Namibians, the Government intends to focus UNDP support on poverty alleviation through creating employment opportunities; increasing food security; improving housing; extending

health services; and revising the education system. Achievement of these goals will be the basis for longer-term capacity-building and will be complementary to and supported by efforts within the first area of concentration to strengthen government institutions and establish the needed policy framework.

34. Proposed UNDP cooperation. As regard employment, the Government will target UNDP resources at such activities as (a) the establishment, in cooperation with ILO, of a national vocational training system and completion of a manpower survey with a clearly defined gender component; (b) private sector development through capacity-building within the Ministry of Trade and Industry; (c) training, in cooperation with UNIFEM, to strengthen women's ability to create and manage their own small-scale businesses; and (d) technical assistance, in cooperation with UNCDF, to develop small-scale indigenous enterprises.

35. As regards food security, the majority of the Namibian people live in rural areas and earn their livelihood from agriculture. Agriculture is Namibia's second most important productive sector after mining and is vital for food security, especially at the household level. The Government, with UNDP and FAO support, has established, through the Ministry of Agriculture and Rural Development, an Early Warning and Food Information System to provide early warning of impending food crises and to disseminate timely information and advice to policy makers on immediate and mid-term food supply management and planning. The Government will use UNDP resources within the country programme to continue support for this undertaking, which is linked to the SADC early warning food security information network; and for the coordination and management of the drought relief programme and establishment of national capacity for disaster preparedness. In the agriculture sector, the Government will also seek to improve the database and strengthen its capacity for planning and implementation.

36. Pre-independence regulations relating to racially-based housing, especially in urban areas, have had negative effects on housing conditions and resulted in an acute housing shortage. In addition, rural areas have been totally neglected in terms of assistance for the acquisition of decent housing by the rural poor. The Government intends to ensure that ongoing programmes for upgrading and constructing new affordable housing will continue to receive UNDP/United Nations Centre for Human Settlements support aimed at helping the Ministry of Local Government and Housing to develop and implement an overall national shelter strategy.

37. With regard to the health system, in Namibia there is relatively good infrastructure in urban areas, but inadequate facilities in rural areas, where the majority of the people live. The Government is focusing on the development of national policies aimed at establishing unified national health services for all. The Government intends to use UNDP resources, in collaboration with UNICEF, WHO and UNFPA, to continue to provide assistance to reorient the national health care system, in which PHC will be the cornerstone; to redefine the activities of the current UNV medical specialists within the context of the PHC programme; to support with WHO, in view of the increasing number of HIV/AIDS-related cases, the successful implementation of the medium-term National Plan for the Prevention and Control of HIV/AIDS, launched in February 1992.

38. The education system under apartheid was based on 11 separate education authorities and prepared white Namibians for leadership positions while relegating the black population to semi-skilled or unskilled functions. It also led to low attendance of school-age children and unacceptable drop-out and failure rates. A UNDP/UNESCO mission undertaken in 1989 concluded that more than two thirds of the teachers, especially in rural areas, were either unqualified or under-qualified and that the entire education system and structure needed to be revised. The Government intends to focus immediate UNDP/UNESCO support on improving teacher skills. Given experience gained in the field of education, UNV specialists will be part of the teacher upgrading programme, which will focus initially on the training of trainers and on development of an appropriate curriculum for the programme.

39. Results. Targets include contributions to poverty alleviation and increased donor support for national programmes in this area. More specifically, the programme will help promote employment through the establishment of a national vocational training system and training of women as business trainers in grass-roots entrepreneurship. An effective food security monitoring system, linked to the SADC Early Warning and Food Information System, will be created to collect and analyse data related to food security and to advise the Government on policy issues. Housing for the poor will have improved through increased access to land, building materials and financing as part of the national shelter strategy; the Government's goal of constructing 16,000 housing units per year over a five-year period through training and establishment of pilot projects for producing affordable building materials will be supported. A pre-service and in-service PHC training system will be in place, with women as the major beneficiaries. In education, all teacher trainers will be trained and the teacher training curriculum will be revised.

40. Complementary assistance will be provided as follows. The Government of Germany will provide technical expertise and equipment for vocational training. The Government of Finland will assist in upgrading agricultural training facilities in order to provide food security. The EEC and the Government of the United States of America will provide drought assistance, notably through upgrading the rural water supply system. The International Fund for Agricultural Development (IFAD) will support livestock and crop improvement projects and UNCDF will support improvements in the rural water supply. The Governments of France and Norway will provide assistance for the protection of fisheries and other marine resources, to complement continued assistance from UNDP and FAO in fisheries development, targeted to improve the planning and monitoring capacity of the new Ministry of Fisheries and Marine Resources and to safeguard exploitation of Namibia's 200-mile exclusive economic zone. The Governments of China and France will support housing credit schemes, and UNCDF will support implementation of the national shelter strategy. UNDP will cooperate with UNFPA, UNICEF and other multilateral and bilateral donors to support PHC and maternal and child health programmes. UNCDF is formulating a programme of support for health infrastructure that includes provision of safe water supplies and sanitation. USAID will support primary school reform, the Government of Sweden will support pre-service teacher education, the EEC will assist in a school building programme and UNCDF has plans to support improvements in school infrastructure.

C. Assistance outside the main areas of concentration of the country programme

41. Civil aviation, essential for promoting the private sector and expanding tourism, will continue to receive UNDP support for institution-building within the Department of Civil Aviation.

42. To provide the necessary flexibility for institutional support to the Government, funds have been allocated for short-term advisory services in areas not covered by the two main themes. Such funds will also be used to facilitate the mid-term review of the country programme.

D. Implementation and management arrangements

43. The Government fully supports the principle of increased national execution, and, in line with Governing Council decisions 90/12 of 25 June 1990 and 91/27 of 25 June 1991, intends to use this execution modality, which has already been used within the framework of the ongoing MDP project, wherever feasible. In that national structures responsible for implementing and monitoring UNDP projects are relatively new or are still being established or reinforced, the Government will organize training programmes aimed at raising the proportion of nationally executed projects by 1997. The Government will create such management mechanisms as programme management steering committees and programme coordination and support units in areas where they can help to increase collaboration with UNDP, with other United Nations agencies, with donors and with NGOs.

44. Monitoring implementation of the country programme will be an ongoing process. In addition to the mid-term review in 1995, the Government intends to carry out formal annual reviews, under the leadership of NPC and in cooperation with relevant line ministries, UNDP, United Nations agencies and interested NGOs and donors.

45. The Government will use the country programme process to continue to promote the involvement of NGOs in the development process, particularly through institution-building. UNDP will support development of an umbrella organization for all national NGOs. Where possible, national NGOs will be subcontracted to execute specific project components or to provide specific services in areas where they possess special expertise, such as the environment, housing and control of HIV/AIDS.

46. The Government intends to use the recently introduced TCDC modality during the country programme. A workshop to explain the potential benefits of TCDC was planned for early 1993. The Government acknowledges the operational value of the ability of UNV specialists to deliver technical cooperation, their direct support to field operations and their cost-effectiveness based on experience of the ongoing programme in health, education and civil aviation. The Government recognizes that the emphasis which UNV specialists have placed on on-the-job training of personnel makes a significant contribution to local capacity-building and sustainability. They are therefore expected to become an effective vehicle for delivering technical cooperation within the context of the country programme. The Government also acknowledges that the Domestic Development

Services (DDS) has a proven track record of sustainable community-based activities which are essential to development at the grass-roots level. The establishment of a DDS programme in Namibia is already under way.

Annex I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES (IPF + cost-sharing) TAKEN INTO ACCOUNT FOR PROGRAMMING

(Thousands of dollars)

Carry-over from fourth cycle IPF	3 564	
Fifth cycle IPF	11 862	
Estimated expenditures in 1992	(3 400)	
Estimated IPF resources for 1997	2 372	
Subtotal IPF		14 398
Project cost-sharing (Government)	-	
Project cost-sharing (third-party)	1 200	
Programme cost-sharing	-	
Subtotal cost-sharing		1 200
TOTAL		15 598

II. ALLOCATION OF RESOURCES (IPF + cost-sharing) BY AREA OF CONCENTRATION

Area of concentration	Thousands of dollars			Percentage of total resources
	IPF	Cost-sharing	Total	
ECONOMIC MANAGEMENT	5 110.17	-	5 110.17	32.8
HUMAN DEVELOPMENT	5 279.05	1 000	6 279.05	40.3
Assistance outside the main areas of concentration	409.28	200	609.28	3.9
Unprogrammed reserve	3 599.50	-	3 599.50	23.0
TOTAL	14 398.00	1 200	15 598.00	100.0

III. COMPLEMENTARY ASSISTANCE FROM OTHER SOURCES USED IN AREAS OF CONCENTRATION

		Thousand of dollars	
A.	UNDP-administered funds		
	SPR	1 518	
	UNDP Trust Fund for Namibia	617	
	UNCDF	3 000	
	UNIFEM	1 500	
	Subtotal		6 635
B.	Other United Nations resources		
	JCGP participating agencies		
	UNFPA	1 350	
	UNICEF	1 000	
	WFP	1 040	
	IFAD	500	
	Other United Nations agencies (non-UNDP financed)	1 500	
	Global Environment Facility	500	
	Subtotal		5 890
	Total non-core and other United Nations resources		12 525
C.	Non-United Nations resources		357 500
	TOTAL		370 025

Annex II

PROGRAMME MATRIX

	Area of focus a/					
	Poverty eradication and grass-roots participation in development	Environment and natural resource management	Management development	TCDC	Transfer and adaptation of technology	WID
I. ECONOMIC DIVERSIFICATION						
Public service restructuring			*			*
Development plan and aid coordination	*	*	*			*
Strengthening of the fiscal and monetary institutions			*			
II. HUMAN DEVELOPMENT						
Employment	*					
Food security	*	*				
Housing and social conditions	*	*			*	*
Health	*					*
Education	*			*		*

a/ Asterisks indicate major linkage only.